



INSIGHT



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Commanding General moving on up

FORT BELVOIR, Va. — Maj. Gen. Keith B. Alexander has been nominated by President George W. Bush for promotion to the grade of lieutenant general and assignment as deputy chief of staff for intelligence, Secretary of Defense Donald Rumsfeld announced May 5.

Alexander has served as the commanding general of the U.S. Army Intelligence and Security Command since Feb. 12, 2001.

Previous assignments for the Syracuse, N.Y., native include the director of intelligence, U.S. Central Command, MacDill Air Force Base, Fla., and deputy director for requirements, capabilities, assessments and doctrine, intelligence, for the Joint Chiefs of Staff.

Alexander has served in a variety of command assignments in Germany and the United States. These include tours as commander of Border Field Office, 511th Military Intelligence Battalion, 66th Military Intelligence Group; 336th Army Security Agency Company, 525th Military Intelligence Group; 204th Military Intelligence Battalion; and 525th Military Intelligence Brigade.

Additionally, Alexander held key staff assignments as deputy director and operations officer, Army Intelligence Master Plan, for the deputy chief of staff for intelligence; plans and operations officer and executive officer, 522nd Military Intelligence Battalion, 2nd Armored Division; and intelligence officer for the 1st Armored Division both in Germany and Operations Desert Shield and Desert Storm in Saudi Arabia.

The West Point graduate also holds a Bachelor of Science degree from the U.S. Military Academy and a Master of Science degree in business administration from Boston University. He holds a Master of Science degree in systems technology (electronic warfare) and a Master of Science degree in physics from the Naval Post Graduate School. He also holds a



Photo by Bob Bills, INSCOM

Master of Science degree in national security strategy from the National Defense University.

His military education includes the Armor Officer Basic Course, the Military Intelligence Officer Advanced Course, the U.S. Army Command and General Staff College and the National War College.

Maj. Gen. Alexander's awards and decorations include the Defense Superior Service Medal with one oak leaf cluster, Legion of Merit with four oak leaf clusters, Bronze Star, Meritorious Service Medal with four oak leaf clusters, Air Medal, Army Commendation Medal with one oak leaf cluster and Army Achievement Medal with one oak leaf cluster.

His badges include the Senior Parachutist Badge, Army Staff Identification Badge and Joint Chiefs of Staff Identification Badge.

Alexander will be succeeded by Brig. Gen. John F. Kimmons as the next commanding general of INSCOM.

An end and a beginning

The end of combat operations in Iraq, announced by our president last week, was brought about by the great efforts of our men and women in uniform. Your magnificent skills, combined with your courage and ability to withstand very trying conditions, were responsible for this positive outcome—positive both for our coalition and for the Iraqi people. Those at INSCOM units around the world who supported our deployed soldiers also made vital contributions to our fighting forces. Taken all together, victory was the outcome.

However, as sweet as victory is, we know that an onerous task has just begun. Iraq is free of Saddam Hussein and his followers, but we must now help the Iraqi people build a new society with a democratic government. Significant challenges remain in that area.

Operation Iraqi Freedom was also part of the larger war on terrorism that will continue. As military intelligence specialists, you and those who support you will continue to play a key role in fighting the terrorists at any time and at any place.

Just as I had no doubt that you would help win the war in Iraq, I have no doubt that you will make numerous contributions towards a modern and democratic Iraq, as well as taking on a major role in winning the war on terrorism.

As the President said last week, "Because of you, our nation is more secure. Because of you, the tyrant has fallen and Iraq is free."

Thanks to all of you for your many contributions that helped bring about this magnificent victory.



DA photo

Maj. Gen. Keith B. Alexander

Fast Fact

- Those soldiers, civilians and family members looking to learn more about the Family Advocacy, Exceptional Family Member or other programs offered through Army Community Services, can go to: <http://www.army.mil/WellBeing/#FamilyPrograms>.

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'Iraqi Freedom' proves Transformation concepts

by Joe Burlas

WASHINGTON (Army News Service, April 28, 2003) — While "Operation Iraqi Freedom" shouldn't be considered a model for future warfare, it has validated several Transformation concepts, an Army official said.

That Army official gave journalists a Transformation update in the form of a background (no names used for attribution) briefing April 24 at the Pentagon.

If you look at the ways wars have been fought during the past century, most have followed the World War II model where you build up massive military might, invade at a single location and then clear the area of enemy forces in a linear fashion, the official said. While Iraqi Freedom did include a time-consuming military buildup, those forces invaded in two widely separated locations and attacked key objectives rather than clearing the country on line of enemy forces.

Multiple entry points and focusing on key objectives are among several Transformation concepts used effectively during recent combat operations in Iraq, the official said. Others include: closer working relationships between special and conventional forces; true joint and combined operations at lower levels; and conducting operations across the full spectrum of conflict.

Iraqi Freedom is the first time the Army has ever conducted combat, peace-keeping, humanitarian relief and ecological cleanup operations all at the same time, the official said.

Speaking about the Stryker Brigade Combat Team, the official said it would have been ideal for operations in northern Iraq had it already been operationally tested. "It could have been flown in and provided the northern front more mobility and lethality than current forces have there," he said.

The Army's first Stryker BCT — 3rd Brigade, 2nd Infantry Division, out of Fort Lewis, Wash. — is fully equipped and will undergo operational testing at Fort Polk, La. in mid-May.

While much media attention is focused on the equipment technology aspect of Transformation, there is much more to it, the official said. "Technology is just a Transformation enabler," he said.

Under the Transformation umbrella, the Army is considering changing its Train-Alert-Train-Deploy model for units conducting real-world operations to Train-Alert-Deploy. The current model is based upon units training day-to-day for the high-risk end of the conflict spectrum. When those units are alerted for a low-end mission such as humanitarian relief or peacekeeping, they have to learn a new set of tasks.

Changing the individual replacement system with a unit replacement one that locks everyone in for two years might free up time for units to train other tasks than those needed for combat operations. The problem the Army faces now is that with the individual replacement system, you constantly have to retrain the same tasks over and over again because you have a constant stream of people coming and going, the official said. It takes time to build effective teams and individual replacement system means teams are always being broken up in the short term, he continued.

The Army is also looking at changing discrete, specialized, stove-pipe systems and processes



Photo by Sgt. Igor Paustovski

Soldiers of 2-69th Armor Battalion 3rd Brigade 3rd Infantry Division are on the streets of North Western Baghdad on April 13, 2003. The Division is deployed in support of Operation Iraqi Freedom.

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'Iraqi Freedom' proves Transformation concepts (cont'd)

into networked enterprise ones. For example, when a soldier gets deployed, the unit manning report will tell the personnel system where he is. However, unless someone gets the paperwork to finance, he may not get the danger pay he is entitled to for months, the official said. With a networked system, one stop tells everyone who needs to know what is happening with the soldier, he said.

A Transformation organization change might include combined arms teams organized from within during peacetime, rather than just being formed during combat operations down to the company level, the official said.

Comparing current Army systems with the Future Combat System, the official said that being the best equipped Army in the world does not necessarily mean being the best organization. Each system has its own discrete needs in terms of parts and specialized mechanics — meaning a massive logistics tail. With FCS built on a common carrier, the logistics tail will be smaller than the current force — meaning more tooth or combat troops available to carry the fight to the enemy given similar-sized forces, he said.

FCS met seven joint interoperability key performance parameters the end of April. It is scheduled for fielding by 2010.

Soldiers celebrate Easter in Baghdad

by Sgt. Akilah C. Clarke



photo by Sgt. Akilah Clarke

Soldiers with the 3rd Infantry Division (Mech.) receive communion during Easter services held April 20 at the Baghdad International Airport.

BAGHDAD, Iraq (Army News Service, April 25, 2003) — The former home of Saddam Hussein's private aircraft was transformed into a chapel for Easter services as soldiers of the 3rd Infantry Division (Mech.) lifted their voices and sang praises April 20.

The sermon was delivered by Col. Doug Carver, V Corps chaplain. He said being far away from home during this and other holidays is hard on all soldiers, but it has given many an opportunity to reflect on the things that are most important to them.

"This will probably be the most memorable service throughout our lives," Carver said to the crowd of 360 soldiers. "One of the things the war has done is given us all a reality check. We've thought over what is truly important in our lives. We've had a reality check on our family, friends, the importance of time and the brevity of life."

Carver went on to explain that the first witnesses of Easter also had a reality check, as they searched the graveyard for their savior and found that he was not there.

"Why search for a savior in a graveyard," Carver asked.

"Christ has put to death all evil things in life. He is alive this morning, here in this hangar."

Maj. Gen. Buford Blount, 3rd Inf. Div. (Mech.) commanding general, also spoke to the soldiers during the service, saying that the division has been through a lot during the war, and that although the soldiers weren't able to spend this holiday at home, "to be able to celebrate Easter in Baghdad is very special."

"I would've liked to have had everyone at home by now, but we're going to try to get everyone home as soon as possible," Blount said. "But since we can't be home, we can celebrate with our other family - our military family."

Business group at work

There's a new corporate focused group at INSCOM - it's called the Business Process Working Group or BPWG for short. The BPWG was formed to improve business processes which are performed across the command.

The group, which is comprised of representatives from each of the primary staff offices in headquarters, U.S. Intelligence and Security Command, conducts business process reviews, which assess the performance of major business and administrative processes by considering process effectiveness and efficiency. Entrepreneurial thinking is a prerequisite for membership. By identifying opportunities for improvement which lead to high value payoffs and highlighting areas of risk, recommendations—in the form of a business case—are made to the senior leadership on how the process can be more responsive.

The group is not, however, a suggestion box. The intended focus is on "processes".

"The Business Process Working Group is a forum for the command," said Ari Ariel, co-chair of the business process working group. "The group takes a process, streamlines it and makes it efficient to ensure that it is providing the value to the command that it should be."

According to Ariel, their goals are to effect positive and meaningful change, provide centralized management and a single entry point for business process improvements generated

from within the command or from external sources, and prevent the duplication of parallel efforts with similar goals within the command by obtaining a full-spectrum overview.

Simply put – their mission is to make sure the command's business processes work in manner consistent with the same service excellence as places you want to do business in and with.

An example of the business process working group at work would be their recent focus on business travel. The group gathered to analyze every aspect of business travel from start to finish, ensuring that the entire process was run as efficiently and effectively as possible.

"Once we analyze everything we can determine if there is a need to make improvements," said Jo Ann Mettillie, co-chair of the business process working group. "If improvements do need to be made, then we recommend what they need to do and how they can implement those changes."

Having a command tool such as the business process working group is more important than ever, according to Mettillie. "There has been a reduction of staff across the Army," she said. "So we need to find better, smarter and faster ways to do business. We're in a time of constant change and no longer can offices 'continue to do things the way we've always them.'"

Mission evolves for soldiers in Baghdad

by Sgt. Craig Zentkovich

BAGHDAD, Iraq (Army News Service, May 1, 2003) — Heavy fighting in and around Baghdad has given way to the occasional 15-second exchange of gunfire between Coalition Forces and the few still loyal to Hussein.

The streets of the city, barren for the past month, have come alive - scores of residents moving about freely by car and foot, businesses slowly reopening for patrons, and highways once again bustling with commuters.

For soldiers of the 3rd Infantry Division and some from the 101st Airborne, the work to be

done in Baghdad is far from completed.

The 3rd ID "Raiders" of the 1st Brigade Combat Team moved their operation to downtown Baghdad April 20 to begin support and stabilization operations.

"Our job here is to ensure the continued destruction of any forces loyal to the previous regime," said Col. William Grimsley, 1st BCT As far as redeployment is concerned, Grimsley knows that the 1st BCT will follow 2nd and 3rd BCTs. Both brigades have currently been deployed upwards of nine months.

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Mission evolves for soldiers in Baghdad (cont'd)

"We will remain here until we are relieved, and that won't happen overnight." Grimsley concluded, with an optimistic view, "I look at it like this - being (in Baghdad) puts us one step closer to going home. That alone is reason enough to be happy."

The 1st Brigade Combat Team is looking for donations of supplies for Iraqi schools and their children. Those who are interested can send pencils, pens, notebook paper, notebooks, crayons, construction paper, chalk and small chalkboards to the brigade headquarters at the address below.

1st Brigade Combat Team
c/o Chaplain, Maj. Mark
Nordstrom Unit 93100 APO AE
09303-3100

Additionally, attempts are currently being made to send items bulk on cargo flights headed to the region. Contact the Fort Stewart, Ga., and Hunter Army Airfield garrison command for more information.

Staff Sgt. James Phillips and Sgt. 1st Class J.D. Caldwell, both part of 1st Brigade Combat Team's intelligence office, process information for local residents applying for work as interpreters for the 1st BCT in Iraq.



Photos by Sgt. Craig Zentkovich

Spc. Krystal Brooks, HHC 11th Eng. Bn. food service specialist, checks the fluid levels of her vehicle while conducting maintenance April 23 in downtown Baghdad.



Rookie runner gaining steam

Brian Murphy

Editor, INSCOM Insight

It all started so innocently.

Wanting to help her unit earn a few points, Capt. Fredericka Holt, plans officer, Intelligence Operations Center, headquarters, U.S. Intelligence and Security Command responded to an email looking for people willing to run in the Fort Belvoir Commander's Cup race April 2.

But it's funny how things have changed since that race for Holt. Instead of being viewed as a normal soldier who runs a few times a week to stay in shape, it's as if people around post are looking at Holt as a role-model runner. All of the attention has been given to her because she finished second overall in the women's competition.

"The attention I have received has been overwhelming," Holt said. "I just wanted to help out and run to show my support for INSCOM. I wasn't looking for any accolades or anything. I still can't believe it."

Holt's loyalty to INSCOM should come as no surprise to those who know her. Although she has only been with headquarters, INSCOM since September 2001, has been part of the INSCOM family "off and on" since 1995. Holt most likely would have volunteered to help her unit regardless of what the task was. The fact that the event was a race was merely a bonus in her eyes.

"I like running and I like to challenge myself," Holt said. "I really value my time when I'm out there running. It allows me to think about everything and to meditate. By getting out and running first thing in the morning it allows me to focus for the rest of the day. I don't know how good I am at it, but the fact is – I enjoy running."

The Brooklyn, N.Y. native says she prefers to go for distance when running, as opposed to speed. During her time at U.S. Central Command last year she began running three miles a day three times a week. Lately she has been pushing herself to go five miles a run, and by the summer she hopes to challenge herself even more and increase the distance.



Photo by Brian Murphy

Capt. Fredericka Holt stretches before a run.

When it comes to running and physical fitness in the Army, Holt has always tried to lead by example.

"My favorite time in the Army was when I served as a company commander in Korea," Holt said. "I really loved getting out in front of my soldiers and running with them. You earn their respect when you're out there doing P.T. with them."

Even before her unexpected success, Holt was planning on taking her running to the next level.

"I would like to participate in the Army 10-Miler," she said. "That is my goal. I would like to be a part of this year's race."

So while her attention and training are focused on preparing for this year's Army 10-miler, Holt's goals don't stop there. She has made a promise to herself to run in at least one marathon during her lifetime. After that? Who knows? But those who do know Holt know that it is only a matter of time until she accomplishes that goal and looks for her next challenge.

In Recognition of

Military Awards



Legion of Merit



Meritorious Service Medal



Army Commendation Medal

CW3 Juan H. Rivera	LOM	115 TH MI Gp
SFC Harry G. Wade	MSM3OLC	501 st MI Bde
SFC Lehman W. Hardin III	MSM	513 th MI Bde
MSG Edward Butler	MSM2OLC	513 th MI Bde
1SG James E. Henry	MSM4OLC	501 st MI Bde
SSG David E. Thomas	MSM	513 th MI Bde
SGT Bradley E. Becker	ARCOM	HQ, INSCOM
CW3 Andrew T. Murphy	MSM	66 th MI Gp
SFC Errick E. Wash	MSM1OLC	704 th MI Bde
CPT Brian P. Crane	MSM1OLC	501 st MI Bde
SSG Jose V. Cubillos	MSM	513 TH MI Bde
CPT Dexter C. Daniel	MSM	513 th MI Bde
SFC Paul D. Frazier	MSM2OLC	513 th MI Bde
SFC Francis D. Seitter	MSM2OLC	2d MI Ctr
1SG Lisa M. Clair	MSM4OLC	116 th MI Gp
MAJ James A. Mosser	MSM2OLC	501 st MI Bde
MAJ Clinton E. Aichs	MSM4OLC	2d MI Ctr
SFC Reggie M. Mitchell	MSM	902d MI Gp
SGT Tanya M. Jolla	ARCOM2OLC	HQ, INSCOM
SFC Judith A. Koonce	MSM1OLC	501 st MI Bde

Civilian Awards



Superior Civilian Service Medal

Ms. Debra B. Haworth	GG-15	Superior Civilian Service Award
HQ, INSCOM		
Mr. Alan Ott	GG-14	Superior Civilian Service Award
HQ, INSCOM		